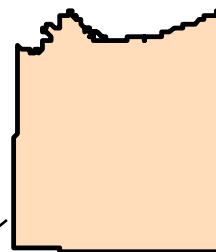
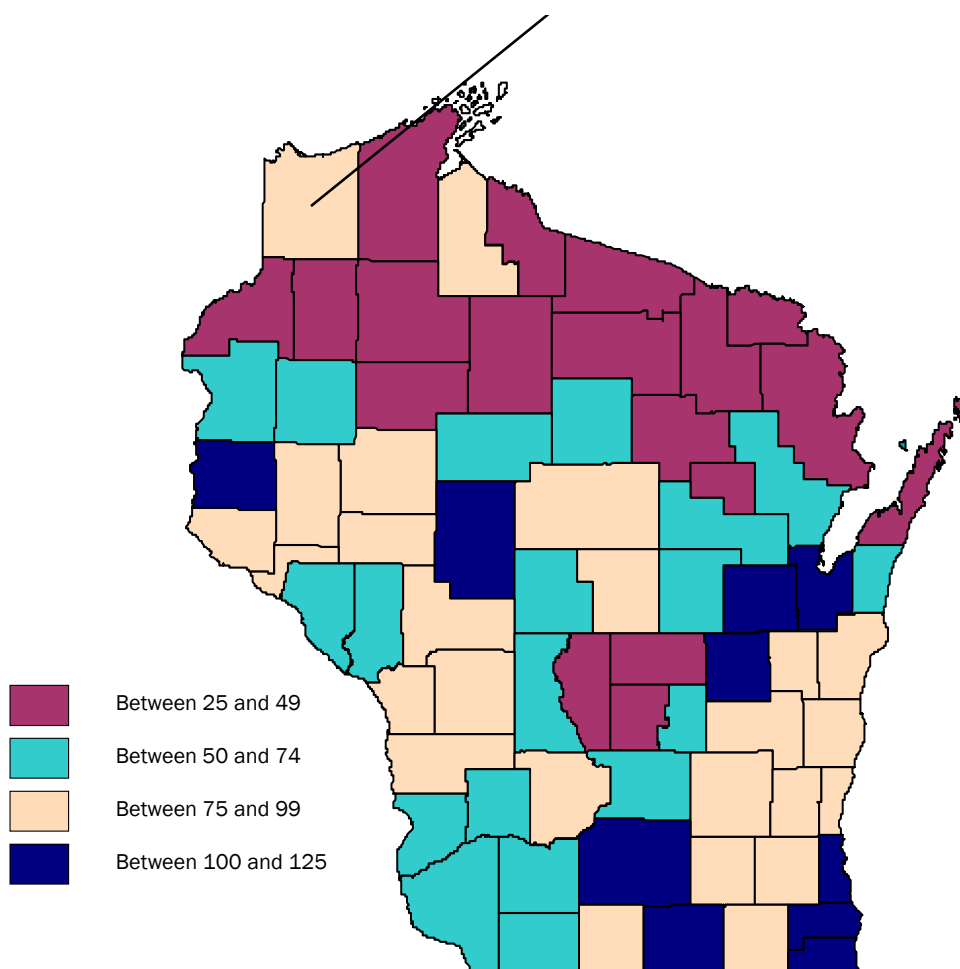


# Douglas County Workforce Profile



The number of residents aged 25-29 years for every  
100 residents aged 60-64 years in year 2025



Source: Wisconsin Department of Administration, Demographic Services Center and the U.S. Bureau of Census.

For comparison, it is projected that there will be 90 residents aged 25-29 for every 100 residents aged 60-64 in Wisconsin in 2025. Nationally, it is projected that there will be 101 residents aged 25-29 for every 100 residents aged 60-64. In 2003, Wisconsin had 146 residents aged 25-29 for every 100 aged 60-64.



## County Population

The population in Douglas County continued to increase, though at a slower pace than in either the nation or Wisconsin. The county ranked 67th among the state's 72 counties in percent change of population from Census 2000 to January 2004. During that period the population increased 1.0 percent by adding 421 residents.

The City of Superior was the only municipality among the ten largest to lose residents from 2000 to 2004. Many of the com-

years, relatively young compared to adjacent counties. One reason for the younger population is the number of students who attend the post-secondary institutions in Superior. This population, although fairly large and demanding of services, provides little to the long-term growth in total population.

By 2030 there will be as many residents over the age of 60 as there will under 25 years. Roughly 19 percent of the population is currently over 60 years old but by 2030 that share expands to nearly 28 percent. In contrast, 32 percent of the current population is under 25 years old and that shrinks to 28 percent by 2030. This trend is dramatized in the bottom graph where the 'hill' (in the background) created by baby-boomers rises above all other age groups and continues to be a significant factor in 2030.

The impact of an aging population is perhaps more

### Total Population

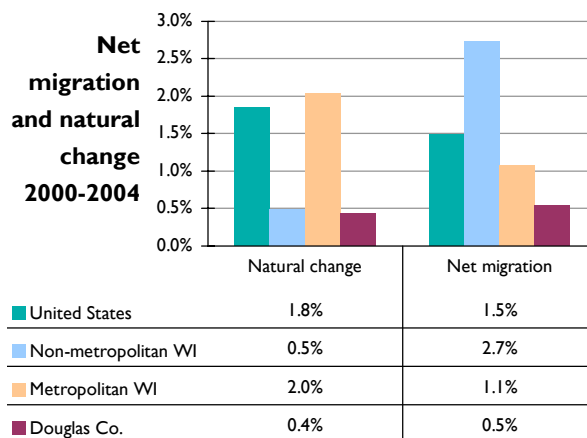
	April 2000 Census	Jan. 1, 2004 estimate	Numeric change	Percent change
<b>United States</b>	281,421,906	292,287,454	10,865,548	3.9%
<b>Wisconsin</b>	5,363,715	5,532,955	169,240	3.2%
<b>Douglas County</b>	43,287	43,708	421	1.0%
<b>Largest Municipalities</b>				
Superior, City	27,368	27,221	-147	-0.5%
Superior, Town	2,058	2,165	107	5.2%
Parkland, Town	1,240	1,265	25	2.0%
Oakland, Town	1,144	1,193	49	4.3%
Amnicon, Town	1,074	1,105	31	2.9%
Hawthorne, Town	1,045	1,064	19	1.8%
Summit, Town	1,042	1,043	1	0.1%
Lake Nebagamon, Villag	1,015	1,017	2	0.2%
Solon Springs, Town	807	859	52	6.4%
Wascott, Town	714	765	51	7.1%

Source: Wis. Dept. of Administration, Demographic Services and U. S. Census Bureau

munities contiguous to the city, however, added residents. These municipalities, as well as the county, are adding residents from natural causes, births that out-number deaths, and from new residents who migrate to the area.

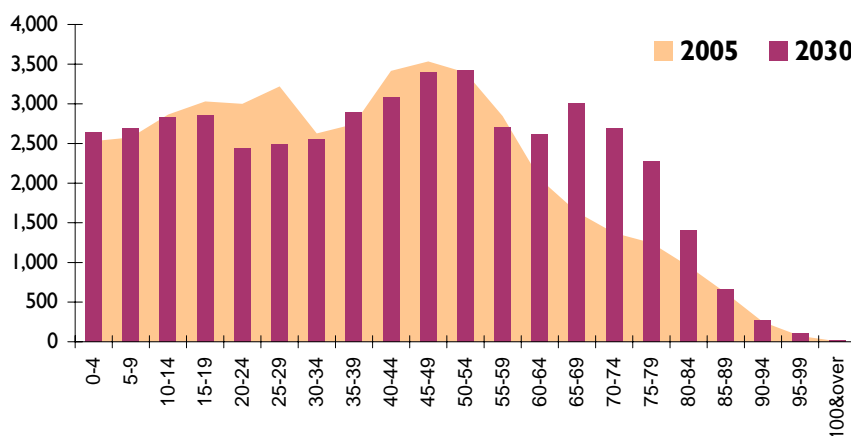
Douglas County's population growth has been a balance between net migration and natural changes. The migration rate in Douglas County of 0.5 percent was less than the Wisconsin rate of 1.6 percent and lower than the rate of other metropolitan counties in Wisconsin (Douglas County is part of the Superior-Duluth metropolitan statistical area). Similarly, the increase from natural causes of 0.4 percent is less than the state increase of 1.6 percent.

Any growth from natural causes will diminish in the future, however, as fewer residents are having babies. The fertility rate (see glossary) in the county of 51.5 is already lower than the state rate of 58.7 even though the average age of the population in 2000 was 37.4



Source: WI Dept. of Admin., Demographic Services and U. S. Census Bureau

### Population by Age Groups in Douglas County



Source: WI Dept. of Administration, Demographic Services

## Future Population and Labor Supply

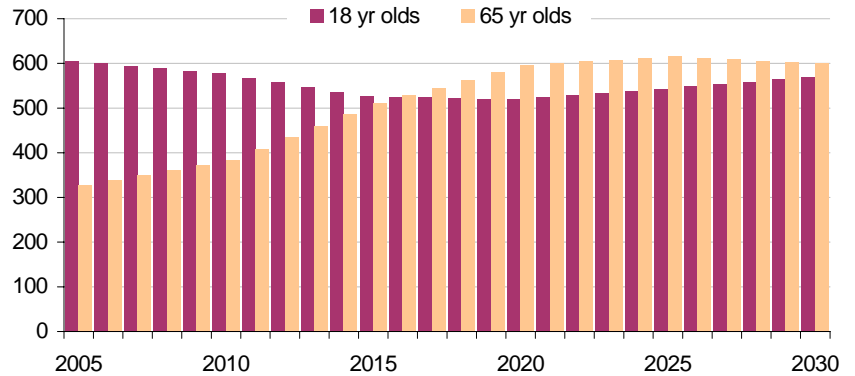
obvious in terms of services that they will require. But it also impacts the availability of labor, especially when lower fertility rates also mean fewer young people. Assuming that 65 years represents an average age of retirement and that 18 years represents high school graduation then a plot of the number of these residents points to a time when the first group exceeds the second group in number. That convergence occurs in 2016 in Douglas County.

As residents age their participation in the labor force declines. Labor force participation rates (LFPR, see glossary) among the population 25 to 50 years of age generally exceed 85 percent in Douglas County. But, after 55 years the LFPR begins to drop and by 60 years it is nearing 45 percent. The number of residents may increase but as the population ages the labor force will decline.

Although county population growth will slow it is not projected to decline during the projection period. From 2010 to 2020 the population is projected to increase 3.6 percent. However, because a greater share of the population will be over 50 years old, an age when labor force participation drops off, the size of the labor force is projected to decline 2.4 percent. The three columns in the chart on the right illustrate labor force composition and size. Most notable is the increasingly larger sections representing workers over 65 years in the top sections.

This projection uses national assumptions that included a slight increase in the participation rates of older residents but

**Convergence of 18 & 65 year old population in Douglas County**



Source: WI Dept. of Administration, Demographic Services

did not factor in the declining participation rates of white residents. The population in Douglas County is 95 percent white. The next largest ethnic group, American Indian, is less than two percent of the total population.

Two broad scenarios arise from the disparity in age and ethnicity: 1) there will be labor shortages due to retirements and the lack of replacement workers especially in occupations that rely on younger workers or require specialized skills; and 2) the aging population will impact the economy as an elderly population demands changes in the types of goods and services provided in local communities.

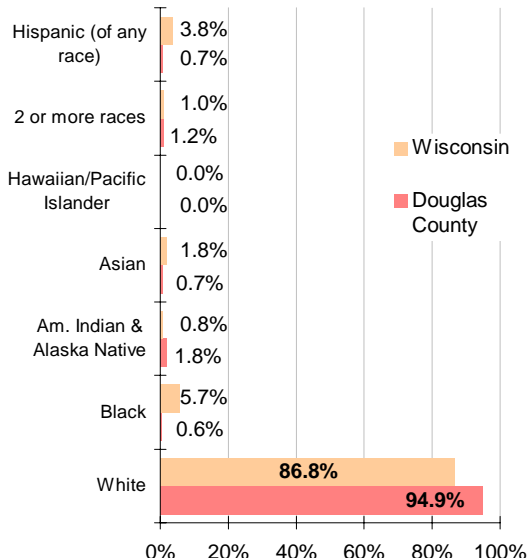
**Douglas County Labor Force Projections by Age**



Decade change	17.1%	7.7%	-2.4%
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Source: DWD, Office of Economic Advisors, August 2004

**Race and ethnic distribution**



Source: U.S. Census Population Characteristics Estimates, 2002

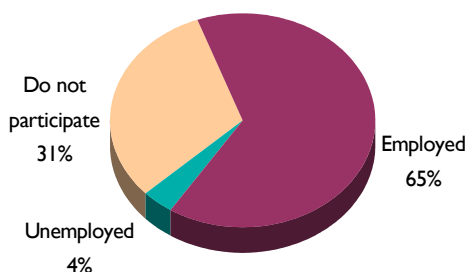
## Current Labor Force

Labor force participation represents the share of population that is 16 years old and older that is either employed or unemployed. Participation rates in Wisconsin and the United States in 2003 were 72.9 and 66.3 percent, respectively.

In Douglas County the participation rate was 68.7 percent. That means that 31 percent of the population 16 years old and older did not participate. That includes some students and individuals who choose not to work including retirees. As

fewer new job seekers to the labor force during the last recession is one of the reasons unemployment rates remained as low as they did. The unemployment rate in Douglas County in 2003 was 5.9 percent compared to a 20.3 percent unemployment rate following the 1981-82 recession when the baby-boomers were entering the labor force in droves.

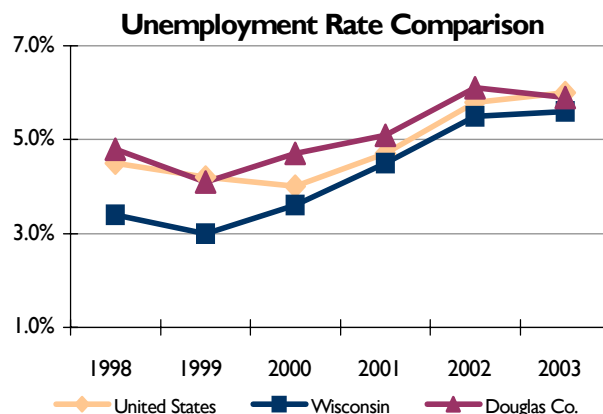
**Labor force participation in Douglas County**



Source: DWD, Office of Economic Advisors, July 2004

the population ages, more retirees will be included in the non-participating category by choosing not to work and the overall labor force participation rate will decline.

There will also be fewer new entrants to the labor force who are seeking first-time jobs and, consequently, fewer included among the unemployed. That, in turn, will produce lower unemployment rates. The fact that there were



**Douglas County Civilian Labor Force Data**

	1998	1999	2000	2001	2002	2003
Labor Force	23,052	22,204	22,613	22,949	23,212	23,568
Employed	21,956	21,286	21,550	21,777	21,792	22,188
Unemployed	1,096	918	1,063	1,172	1,420	1,380
Unemployment Rate	4.8%	4.1%	4.7%	5.1%	6.1%	5.9%

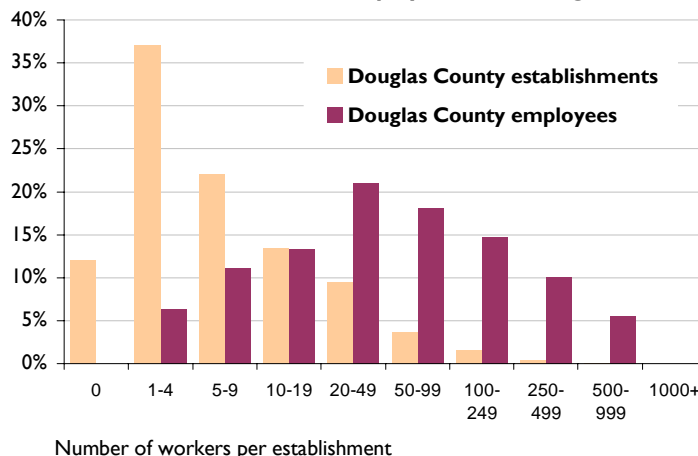
Source: WI DWD, Bur. of Workforce Information, Local Area Unemployment Statistics, 2003

## Employers by Size

Nationwide, about one-quarter of the jobs are with employers that have 250 or more employees compared to roughly 31 percent in Wisconsin. However, of the roughly 15,750 jobs in Douglas County about 16 percent are with employers with 250 or more workers. In stark contrast, the share of employers with 250 or more workers comprise less than one percent of all employers in Douglas County similar to the distribution in the nation and in Wisconsin.

The greatest share of jobs in the county is with employers in the 20-49 employee range. However, the greatest share of employers, 49 percent, has fewer than five workers. The average employer in Douglas County has 13 employees, compared with 17 employees in Wisconsin and 13 in the United States.

**Share of establishments & employees in size range in 2003**



Source: DWD, Bureau of Workforce Information, Table 221, July 2004

## Industry & employers by size

The two largest employers in the county represent the largest industry, educational services and both are from the public sector. In fact, five of the employers on the list are from the public sector. Not on the list of largest employers is the Burlington Northern & Sante Fe railroad which would be the third largest employer in the county. However, railroads are not included in covered employment, the source of this data.

Railroad transportation would also be on the list of largest

industries but there would be fewer jobs than the number provided by truck transportation, the third largest industry. Douglas County is somewhat unique in that so many jobs are with transportation employers. Not represented by any of the largest employers is the second largest industry, food services and drinking places. This industry is comprised of many smaller business (average size is 17 employees) who together provide many jobs in the county.

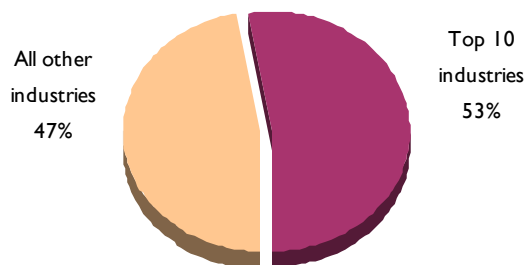
### Top 10 Industries in Douglas County

Industry	March 2004		Numeric Employment Change	
	Establishments	Employees	2003-2004	1999-2004
Educational services	7	1,765	10	-32
Food services & drinking places	129	1,636	-21	132
Truck transportation	28	1,062	43	213
Executive, legislative, & gen government	24	720	7	-69
Ambulatory health care services	35	604	-9	120
Nursing & residential care facilities	9	598	-2	-151
Food & beverage stores	22	514	31	14
General merchandise stores	7	496	56	-6
Administrative & support services	23	486	-137	-183
Merchant wholesalers, nondurable goods	22	425	-251	-116

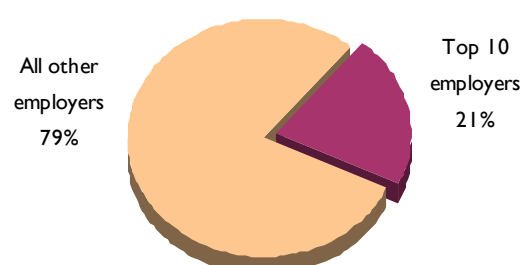
### Top 10 Employers in Douglas County

Establishment	Product or Service	Size (Dec. 2003)
School District of Superior	Elementary and secondary schools	500-999 employees
University of Wisconsin- Superior	Colleges and universities	250-499 employees
City of Superior	Executive, legislative, & gen. government offices	250-499 employees
Halvor Lines Inc.	General freight trucking, long-distance TL	250-499 employees
Vanguard Services Inc.	General freight trucking, long-distance TL	250-499 employees
County of Douglas	Executive, legislative, & gen. government offices	250-499 employees
School District of Maple	Elementary and secondary schools	100-249 employees
Advanced Data Comm Inc.	Telemarketing bureaus	100-249 employees
Wal-Mart Associates Inc.	Discount department stores	100-249 employees
Ascend Healthcare Inc.	Nursing care facilities	100-249 employees

Share of jobs in top 10 industries in Douglas County



Share of Douglas County jobs with top 10 employers

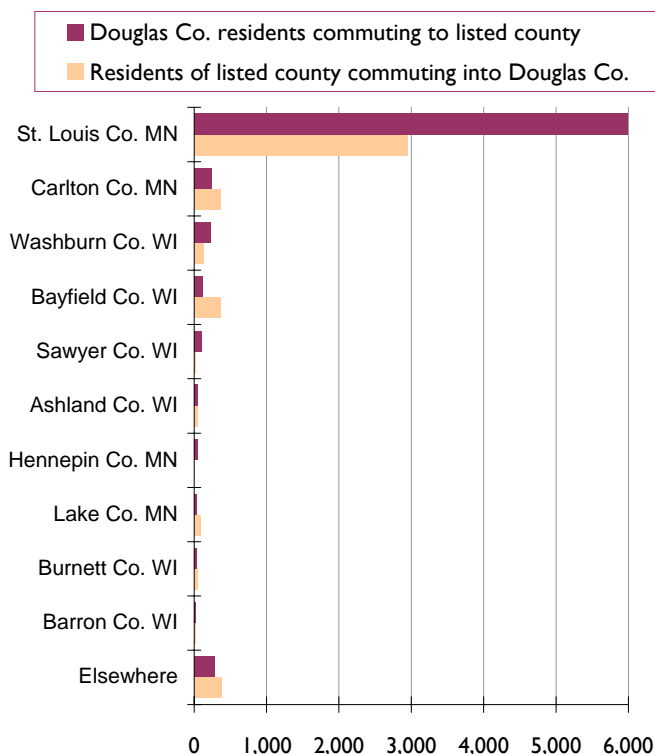


## Commuting

In Douglas County 7,148 residents, over 35 percent of the county's workforce, traveled out of the county for a job. Nearly 90 percent of the workers who left the county headed for destinations in Minnesota primarily in St. Louis County and four in five workers commuting to St. Louis County stopped when they reached the City of Duluth. The traffic flows in both directions but only 2,948 workers from Minnesota cross the bridge to employers in Douglas County.

An additional 1,160 residents find jobs with employers in other neighboring counties, primarily Washburn, Bayfield and Burnett counties in Wisconsin and Carlton County in Minnesota (along the western border). Residents who travel out of the county for a job are still included in the local labor force; this is one of the reasons that the number of total employed is greater than the number of jobs with county employers. Residents who travel out of the county for a job are still included in the local labor force and is one of the reasons that the number of total employed is greater than the number of jobs with county employers.

Even though over one-third of the workforce leaves the county for a job, employers in Douglas County attract over 4,400 workers from neighboring communities to work in local jobs. Most of those workers are Minnesota residents but nearly 500 live Bayfield and Washburn counties in Wisconsin.



Source: U.S. Census 2000, Special tabulations: Worker Flow Files

## Key occupations & wages

The jobs in Douglas County share some characteristics with neighboring counties and those similarities were used to define a labor supply area. This list includes wages for some of the occupations with the most employment in that area. It is significant because these 20 occupations provide approximately 19,000 jobs, or 43 percent of total employment, in the combined county area.

Each occupation includes a mean (average) and median (50<sup>th</sup> percentile) hourly wage probably the most frequently requested wage, information. If the mean and median are relatively close the labor market for that occupation is probably tight.

Eleven of the 20 occupations typically require only short-term training and, for the most part, have a mean hourly wage under \$10/hour. There are also jobs on this list that typically require only moderate to long-term training periods and have mean wages that exceed \$10/hour. Only the two highest paying jobs require college degrees.

Occupation title	Hourly Wages			
	Mean	Percentile		
		25 <sup>th</sup>	50 <sup>th</sup>	75 <sup>th</sup>
Cashiers	\$7.93	\$6.24	\$7.07	\$8.67
Truck drivers, heavy & tractor-trailer	\$17.31	\$12.88	\$17.20	\$20.94
Retail salespersons	\$8.83	\$6.64	\$7.84	\$9.78
Carpenters	\$13.91	\$7.07	\$14.28	\$17.43
Janitors & cleaners, except maids & hskpg. cleaners	\$9.54	\$7.51	\$8.75	\$11.40
Waiters & waitresses	\$8.26	\$6.15	\$7.07	\$8.93
Bartenders	\$7.80	\$7.08	\$7.73	\$8.37
Secretaries, except legal, medical, & executive	\$9.94	\$7.72	\$9.34	\$12.22
Comb. food prep. & serving workers (fast food)	\$7.19	\$6.12	\$6.94	\$8.06
Nursing aides, orderlies, & attendants	\$10.19	\$8.91	\$10.19	\$11.35
Bookkeeping, accounting, & auditing clerks	\$11.60	\$8.94	\$11.58	\$13.75
Office clerks, general	\$9.93	\$7.98	\$9.55	\$11.62
Maids & hskpg. cleaners	\$7.75	\$6.55	\$7.64	\$8.78
Cooks, short order	\$6.77	\$5.88	\$6.41	\$6.94
Personal & home care aides	\$8.73	\$7.91	\$8.71	\$9.65
Automotive service technicians & mechanics	\$15.59	\$11.44	\$16.06	\$19.62
Maintenance & repair workers, general	\$12.57	\$9.16	\$11.96	\$15.28
Sales reps., whls/mfg. except tech. & scientific prod.	\$19.12	\$12.63	\$15.65	\$22.16
Registered nurses	\$21.69	\$18.60	\$20.83	\$24.29
General & operations managers	\$34.27	\$20.21	\$28.43	\$42.93

Douglas County is part of an area which includes Ashland, Bayfield, Douglas, Iron, Sawyer, Vilas and Washburn counties.

Source: DWD, Office of Economic Advisors, special tabulation using EDS and OES 2003

## Employment and Wages

From 2002 to 2003 payroll employment in Douglas County increased by 261 jobs, or 1.7 percent, while employment in Wisconsin fell 0.2 percent. Professional and business services employers, with the addition of 96 jobs, reported the largest increase in jobs. Average annual wages for these workers were only 57 percent of wages for similar work in the state and lower than the average wage in all industries in Douglas County of \$27,401. Workers in the trade, transportation, and utilities group, with average wages of \$30,781, exceeded the industry average in the state even after a reduction in wages in 2003. Overall, wages in the county increased 1.4 percent in 2003 compared with an increase in Wisconsin of 3.1 percent.

The highest wages in construction are paid to only six percent of county workers, while the lowest wages in leisure & hospitality are paid to workers in 14 percent of the county's jobs. Several factors influence average wages in industries including occupation composition (professional and technical jobs generally have higher wages than clerical and service occupations), job tenure (those with more seniority are paid more than new hires), average workweek (full or part-time),

and seasonal or temporary employment.

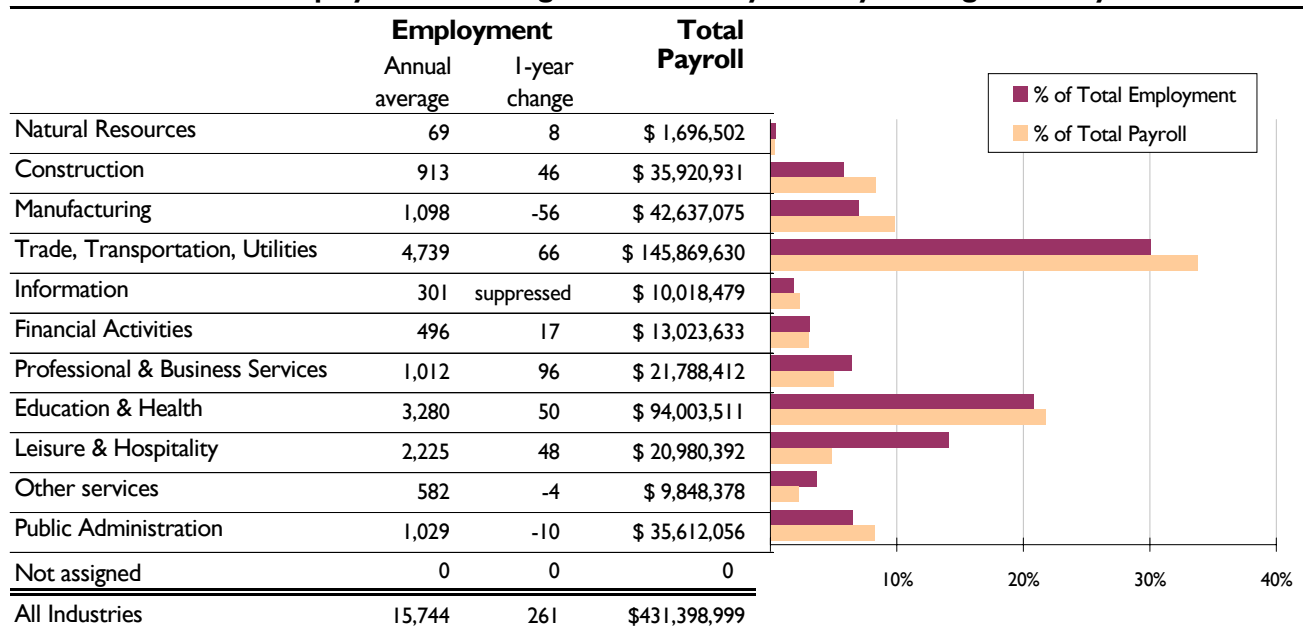
The distribution of total payroll and employment for the major industry groups in Douglas County is detailed in the chart below. Employers in trade, transportation, and utilities provide both the greatest share of jobs, 30.1 percent, and payroll, 33.8 percent, in the county. The second highest share of jobs and payroll, 20.8 and 21.8 percent respectively, is with education & health services employers, which in this case also includes public education.

### Average Annual Wage by Industry Division in 2003

	Average Annual Wage		Percent of	1-year
	Wisconsin	Douglas County	Wisconsin	% change
All Industries	\$ 33,423	\$ 27,401	82.0%	1.4%
Natural resources	\$ 25,723	\$ 24,587	95.6%	-2.9%
Construction	\$ 40,228	\$ 39,344	97.8%	5.1%
Manufacturing	\$ 42,013	\$ 38,832	92.4%	5.4%
Trade, Transportation, Utilities	\$ 28,896	\$ 30,781	106.5%	-0.9%
Information	\$ 39,175	\$ 33,284	85.0%	Not avail.
Financial activities	\$ 42,946	\$ 26,257	61.1%	9.4%
Professional & Business Services	\$ 38,076	\$ 21,530	56.5%	-3.7%
Education & Health	\$ 35,045	\$ 28,660	81.8%	1.7%
Leisure & Hospitality	\$ 12,002	\$ 9,429	78.6%	4.4%
Other services	\$ 19,710	\$ 16,922	85.9%	4.5%
Public Administration	\$ 35,689	\$ 34,608	97.0%	4.8%

Source: WI DWD, Bureau of Workforce Information, Quarterly Census of Employment & Wages

### 2003 Employment and Wage Distribution by Industry in Douglas County



Source: WI DWD, Bureau of Workforce Information, Quarterly Census Employment and Wages, June 2004



## Per Capita Personal Income

Per capita personal income (see glossary) increased 3.0 percent in Douglas County in 2002, faster than in the United States, Wisconsin and other metropolitan counties in the state. Even with the increase, the PCPI in the county is only 79 percent of PCPI in Wisconsin and 77 percent of PCPI in the United States. The Douglas County PCPI ranks 52<sup>nd</sup> out of 72 counties in the Wisconsin.

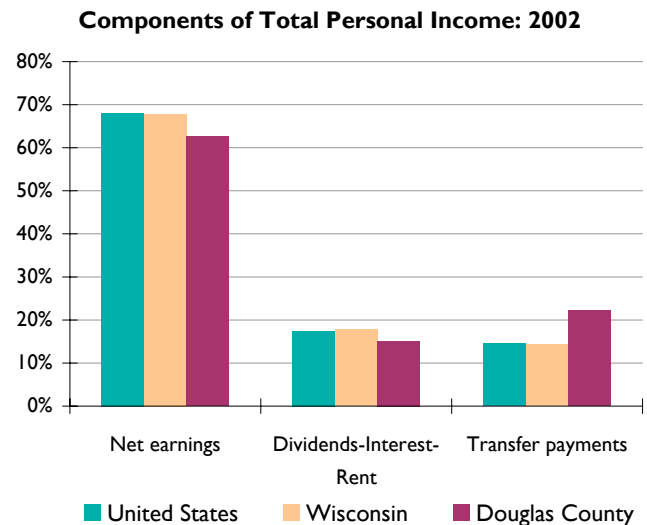
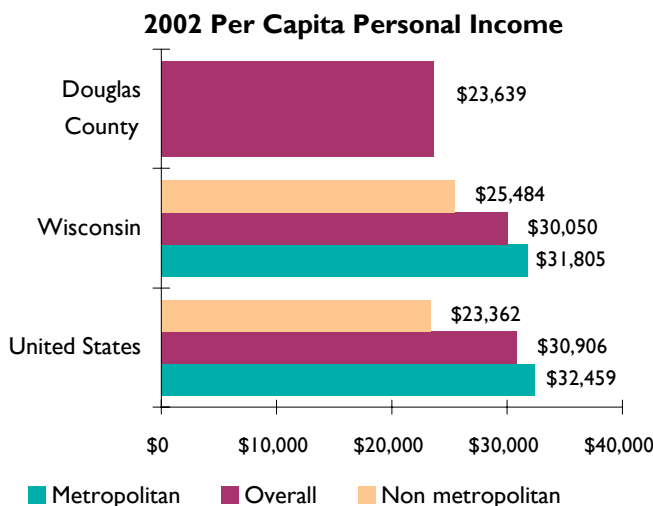
The greatest share of total personal income is net earnings from jobs, both in and out of the county, self-employment and proprietorships. Not only are annual average wages considerably lower than in Wisconsin but net earnings are 63 per-

cent of total personal income in Douglas County compared with 68 percent in both the state and nation. In contrast transfer payments comprise a much larger share of total personal income. Both factors contribute to the lower PCPI in the county.

While PCPI is often used as a comparative income measure it should be remembered that population is also a key component. PCPI is the result of dividing total income by total population. Residents over 18 years old earn most income but the younger population is still included in the formula. Likewise, a retired population has a much lower earning capacity.

	Per Capita Personal Income						Percent Change	
	1997	1998	1999	2000	2001	2002	1 year	5 year
United States	\$25,334	\$26,883	\$27,939	\$29,847	\$30,527	\$30,906	1.2%	22.0%
Wisconsin	\$24,514	\$26,175	\$27,135	\$28,573	\$29,361	\$30,050	2.3%	22.6%
Metropolitan WI	\$25,972	\$27,711	\$28,770	\$30,317	\$31,106	\$31,805	2.2%	22.5%
Douglas County	\$19,282	\$20,449	\$21,358	\$22,611	\$22,949	\$23,639	3.0%	22.6%
In current dollars (adjusted to U.S. CPI-U)								
United States	\$28,397	\$29,670	\$30,170	\$31,181	\$31,010	\$30,906	-0.3%	8.8%
Wisconsin	\$27,478	\$28,889	\$29,301	\$29,850	\$29,825	\$30,050	0.8%	9.4%
Metropolitan WI	\$29,111	\$30,584	\$31,067	\$31,672	\$31,598	\$31,805	0.7%	9.3%
Douglas County	\$21,613	\$22,570	\$23,063	\$23,622	\$23,312	\$23,639	1.4%	9.4%

Source: U.S. Dept. of Commerce, Bureau of Economic Analysis, May 2004



Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System, May 2004

The county workforce profiles are produced annually by the Office of Economic Advisors in the Wisconsin Department of Workforce Development. The author of this profile and regional contact for additional labor market information is:

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**Metropolitan Statistical Area (MSA)** - A single county or group of counties that include at least one urbanized area with a minimum population of 50,000. Multiple-county MSAs have a central county or counties, which have a high degree of social and economic integration with the other member counties as measured by commuting data.

**Non-metropolitan county** - Any county that is not a member of a metropolitan statistical area.

**Net Migration** - One of two components of population change. It is the net result of individuals who either moved into or out of an area.

**Natural Change** - One of two components of population change. It is the result of the number of births minus the number of deaths in an area over a period of time. A natural increase indicates there were more births than deaths. A natural decrease indicates there were more deaths than births.

**Fertility rate** - Number of live births per 1,000 women aged 15-44 years.

**Employed** - Persons 16 years of age or older, who worked as paid employees, or worked in their own business, profession or farm, or worked 15 hours or more as unpaid workers in a family-operated enterprise. Includes those temporarily absent from their jobs due to illness, bad weather, vacation, childcare problems, labor dispute, maternity or paternity leave, or other family or personal obligations.

**Unemployed** - Persons 16 years of age or older with no employment, who were available for work and made efforts to find employment sometime during the previous 4-week period ending with the monthly reference week. Persons who were awaiting recall to a job did not need to look for work to be classified as unemployed.

**Labor Force** - The sum of the employed and unemployed, whom are at least 16 years of age and older.

**Unemployment Rate** - The number of unemployed divided by the labor force. It is expressed as a percentage of the labor force.

**Labor Force Participation Rate (LFPR)** - The labor force divided by the total population aged 16 years and older. It is expressed as a percentage of the population aged 16 years and older.

**Suppressed** - Data is withheld or suppressed if it does not meet certain criteria. If an industry in a county has fewer than three employers or if a single employer employs 80% or more that industry's total employment in that county then the data are suppressed. These criteria were established to maintain the confidential reporting of payroll and employment by employers.

**Total Personal Income** - The aggregate income of an area received by all persons from all sources. It is calculated as the sum of wage and salary disbursements (less contributions for government social insurance), supplements to wages and salaries, proprietors' income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts that include retirement and veteran's benefits, government paid medical reimbursements, and income maintenance program payments.

**Per Capita Personal Income (PCPI)** - Total personal income divided by the total population.

**Current Dollars** - Phrase used to express historical dollar values in terms of their current purchasing power via inflation adjustment.

**CPI-U** - Consumer Price Index for all urban consumers, the most commonly used measure of inflation in the United States.